





TPBS 10-97-15

# MINISTRY OF THE ENVIRONMENT

*2001-2002  
Business Plan*



Ontario

## ***Message from the Minister***



**Hon. Elizabeth Witmer**

As Minister of the Environment, I am pleased to share with you our 2001-2002 business plan. It outlines the ministry's achievements over the past year and our commitments and targets for the coming year, to further strengthen the health of our environment and our communities.

On February 7 of this year, when the Ontario Government accepted the report from Valerie Gibbons entitled *Managing the Environment: A Review of Best Practices*, it signalled a shift toward a new and forward-looking vision for protecting the environment.

We will build stronger partnerships, both across ministries and with the businesses, community groups and citizens who make conservation and pollution prevention a daily concern. We will invite participation in every stage of environmental protection, from planning and management to monitoring and enforcement.

While our strategic approach to managing the environment continues to evolve, our primary concern remains the same: protecting our air, water, land and the health of our citizens. In the coming year, we propose to modernize and strengthen the laws that protect the quality of our environment.

Improving Ontario's air quality and meeting our commitments to reduce emissions will continue to be a major focus. We will build on the comprehensive environmental protection framework that we proposed for Ontario's electricity market and will move to make additional sectors part of our Air Quality and Climate Change Strategy.

In the past year, we have worked hard to ensure that Ontario's drinking water is the best and safest drinking water in Canada. We will continue Operation Clean Water and move forward on a comprehensive strategy to protect Ontario's groundwater. We will work to increase the amount of waste diverted from landfills and develop a framework for cleaning up contaminated lands.

As our new vision of environmental management takes shape, we will rely on contributions from all Ontarians to make this challenging transition a success.

**The Honourable Elizabeth Witmer**  
*Minister of the Environment*

## ***Ministry Vision***

Our vision is an Ontario where human health, ecosystems, recreation, commerce and industry are sustained by clean air, water and land.

To fulfil this vision, the ministry sets clear policies, standards and rules to protect the environment and to encourage conservation activities. Along with monitoring the environment and enforcing these rules, the ministry looks for innovative approaches to complement legislation and regulations. These include working with communities, industries and organizations towards finding flexible, practical, cost-effective ways to strengthen environmental protection and conservation efforts.

In the future, we will broaden environmental responsibility across all ministries and beyond, to involve community groups, businesses, academics, and the public, all within a climate of *openness, accountability and continuous improvement*.

A healthy, natural environment is vital to the well-being of our families. We continue to play an important role in making this province one of the best jurisdictions in North America in which to live, work and raise a family by providing better, stronger and clearer environmental protection.

We invite all Ontario residents, community representatives, experts and concerned citizens to join us in shaping and realizing a bold, new 21<sup>st</sup> century vision of environmental health and safety.

# **Core Businesses**

## **Environmental Protection**

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*The ministry is in the business of safeguarding our environment by working to ensure cleaner air, water and land, and healthier ecosystems for the health and welfare of all Ontarians.*

Guided by the *Managing the Environment Report*, we will move forward with a new vision that will enable the Ministry of the Environment to carry out its core business of environmental protection more effectively. We start from a strong foundation of clear laws, stringent regulations and tough standards. Building on this foundation, we will encourage all polluters to move beyond what is required by law, adopting an ethic of *continuous improvement*. Working with stakeholders, the ministry will develop a full set of regulatory and non-regulatory tools and incentives to ensure effective environmental protection in the 21<sup>st</sup> century.

## **Conservation and Stewardship**

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*The ministry is also in the business of encouraging and providing guidance on environmentally sustainable use of water, land and resources. This means maximizing efficient use of resource materials and becoming better stewards of the environment.*

The recommendations contained in the *Managing the Environment* report confirm and enhance the importance of the ministry's role as a champion of conservation and stewardship. Raising environmental awareness and instilling a province-wide ethic of continuous improvement, pollution prevention and resource conservation is fundamental to effective management of the environment. The ministry will put renewed emphasis on being one of the leaders in the monitoring and dissemination of environmental information and knowledge, but also reach out to all levels of government, to industry, municipalities, communities, organizations, universities and individuals through a broad range of environmental partnerships. More than ever, we can reduce pollutants and waste, save energy and conserve resources by working together.

# ***Annual Report on Key Achievements for 2000-2001***

## **Protecting Air Quality**

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The Ontario government has developed one of North America's most comprehensive strategies to fight smog and other forms of air pollution. Although more than half of Ontario's smog drifts over the border from the United States, the province has taken strong action at home to reduce emissions from its own sources. Real progress was made this past year and more actions are on the way.

The ministry announced tough new measures, targeted directly at smog, acid rain and climate change, to strengthen our already aggressive campaign to improve air quality in Ontario and meet our commitments under the Anti-Smog Action Plan (ASAP). ASAP's target is to reduce smog-causing emissions by 45 per cent (from 1990 base year) by 2015.

In May 2000, the government placed a moratorium on the sale of all coal-fired electricity plants while it reviewed environmental protection measures. The review, completed in the spring of 2001, proposed a framework of actions that will allow the government to lift the moratorium.

Proposed actions include strict emissions limits for the six fossil-fuel plants currently owned by Ontario Power Generation. When fully implemented in 2007, the current limit on smog-causing nitrogen oxides would be reduced by 53 per cent, while the cap on acid rain-causing sulphur dioxide would be cut by 25 per cent. The proposed caps would be extended to all electricity generators in the province by 2004. The ministry also proposed a regulation requiring the Lakeview Generating Station in Mississauga to cease burning coal by April 2005.

A discussion paper was released on emissions reduction trading – an innovative program that would make polluters pay, while rewarding businesses that are able to reduce their air emissions. The ministry will use the feedback generated by the discussion paper for developing a regulation that would govern Ontario's system of emissions reduction trading. The proposed system would include special safeguards to verify and monitor trades in an open, transparent market.

In May 2000, a regulation was implemented requiring the electricity sector to monitor and publicly report on 28 substances, including key smog, acid rain and climate change causing pollutants. This regulation (Ontario Regulation 129/01) was expanded on May 2, 2001 to include a total of 358 air pollutants, and now covers other large industrial facilities - such as iron and steel manufacturers and petroleum refiners. Ontario is the first jurisdiction in the world to require monitoring and reporting of the full suite of

## **Annual Report on Key Achievements for 2000-2001 (cont'd)**

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greenhouse gases.

More than half of our smog originates from U.S. sources. The Ontario Government continued as an intervenor before the U.S. Supreme Court to support the U.S. Environmental Protection Agency (USEPA) transboundary smog rule. Ontario welcomed the U.S. Supreme Court's recent decision to uphold the rule. The people of this province can expect to benefit from cleaner air as a result.

In January 2001, Ontario's Drive Clean program officially expanded into its Phase 2 area – urban centres from Peterborough to Sarnia and the Niagara Region. Drive Clean facilities have tested about 2.5 million light-duty vehicles and 200,000 heavy-duty trucks and buses since 1999. In its first year, Drive Clean produced an estimated 6.7 per cent reduction in smog-causing pollutants from the program area. When fully implemented in 2004, the program is expected to reduce smog-causing emissions from vehicles in the program area by 22 per cent (or 62,000 tonnes), while also cutting 100,000 tonnes of greenhouse gases – the equivalent of taking 23,000 cars off the road. In March 2001, the ministry announced public consultations on improvements to the Drive Clean program.

On climate change, we worked with the federal government and other provinces and territories to examine national options and the consequences of the Kyoto Protocol. At home, the ministry worked with other ministries to take action and plan for the investment of Ontario's \$10 million Climate Change Fund.

In February 2001, the ministry posted decisions to strengthen air standards for 14 substances as part of the first major overhaul of environmental standards in more than 20 years. We also released two discussion papers related to implementing new air quality standards for public comment.

## **Protecting Water Quality**

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Clean drinking water cannot be taken for granted. The recent events in North Battleford, Saskatchewan serve as reminders of the need for vigilance and strong actions across all Canadian communities in order to protect the quality of our water.

Here in Ontario, the government launched Operation Clean Water in August 2000 – a groundbreaking comprehensive action plan to ensure Ontario residents have the best, safest drinking water in Canada. The cornerstone of this comprehensive action plan is the *Drinking Water Protection Regulation* (Ontario Regulation 459/00), which applies to municipal waterworks and other large systems. Key requirements of the new regulation include: regular and frequent sampling and testing; stringent treatment requirements; public reporting; clear rules on reporting adverse results; and the required use of accredited laboratories.

The ministry launched consultations on testing and reporting requirements for small waterworks and worked with other ministries on establishing Round One of the Ontario

## **Annual Report on Key Achievements for 2000-2001 (cont'd)**

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Small Town and Rural development initiative. Under this first round, the province will commit a minimum of \$240 million to address public health and safety infrastructure priorities, including compliance with the new Drinking Water Protection Regulation (DWPR).

Last year, the Ministry completed the inspection of 645 municipal water treatment plants, 169 municipal sewage treatment facilities and 277 industrial waste-water facilities in Ontario. Municipal waterworks inspections will now take place annually at all facilities.

In response to the events in Walkerton, we took decisive action to restore a safe supply of drinking water to residents. Walkerton's water supply has undergone one of the most extensive remediation and monitoring programs ever undertaken on a communal water system in Ontario. This was an extraordinary situation that demanded – and received – extraordinary action.

The Ministry of the Environment oversaw the Ontario Clean Water Agency's (OCWA) efforts to clean and disinfect the water distribution system, which included – among other actions – swabbing 31 kilometres of piping and disinfecting each of the 1,816 separate buildings in Walkerton. The ministry also managed the Brockton Response Centre, which provided emergency relief for local businesses and individuals for all direct water-related expenses and overhead costs.

Starting last year, the ministry began implementing its three-year, \$6-million *Provincial Groundwater Monitoring Network*. Approximately 400 monitoring sites in 38 key watersheds will provide vital information on groundwater conditions in Ontario. The *Provincial Water Protection Fund* also helped municipalities undertake crucial groundwater management studies. Thirty-four groundwater studies across the province were initiated with a ministry funding commitment of \$4.3 million.

## **Tough Enforcement and Compliance**

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To further strengthen our commitment to get tough on polluters, the *Toughest Environmental Penalties Act* took effect in November, 2000. The Act introduced the toughest fines and longest jail terms in all of Canada for major environmental offences, increasing the maximum fine for a first conviction of a major offence by a corporation from \$1 million to \$6 million per day, and for a subsequent conviction from \$2 million to \$10 million per day. Maximum jail terms for a person convicted of a major offence increased from two years to five years. The government also launched an environmental SWAT Team to crack down on deliberate and repeat polluters to ensure compliance with Ontario's environmental laws. To date, over 130 inspections have been conducted and have resulted in the issuing of tickets, summonses and provincial officer orders.

To further assist the government in fulfilling its commitment to get tough on polluters, the ministry established a toll-free, 24 hour public hotline for the public to report acts of pollution.

## **Protecting Ecosystems**

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Last year the toughest hazardous waste regulation in Ontario's history was announced. The new regulation makes the provincial law more compatible with U.S. hazardous waste regulations. The ministry inspected 611 hazardous waste generators and conducted 347 PCB site inspections. Actions to destroy high level PCBs in storage also continued. As of April, 2001, over 9,300 tonnes of high level PCBs had been destroyed (from the 1994 base line of 18,600 tonnes). By December 2001, over 11,200 tonnes will have been destroyed.

The government achieved its target of a 41 per cent reduction (from 1987 base year) in the amount of non-hazardous waste going to disposal last year.

## **Preventing Pollution**

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Ontario's pollution prevention initiatives have prevented the production and release of over 460,000 tonnes of pollutants since 1992. Last year, pollution prevention programs resulted in an over 60,000 tonne reduction. The agreement with the Canadian Vehicle Manufacturers Association (CVMA) alone resulted in the prevention of 58,000 tonnes of pollutants from being produced, earning the CVMA an award of recognition from the Canadian Council of Ministers of the Environment. The ministry is committed to building on these successes and making pollution prevention increasingly central to managing the environment.

## ***Key Commitments and Strategies for 2001-2002***

### **A New Vision and a Commitment to Continuous Improvement**

The Ministry of the Environment's key strategies and commitments for 2001-2002 will be shaped by a fundamental shift from a traditional *command-and-control* focus, toward a new way to protect Ontario's environment. The February 7 report by management expert Valerie Gibbons – titled *Managing the Environment: A Review of Best Practices* – serves as the vision and guide for this ambitious new course of action.

The change process has already begun. The Minister of the Environment Elizabeth Witmer now chairs a Cabinet Committee on the environment, and an associate deputy

## **Key Commitments and Strategies for 2001-2002 (cont'd)**

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minister of the environment has been appointed to oversee the implementation of our new framework.

Refocusing the Ministry of the Environment to enable it to realize a bold, new 21<sup>st</sup> century vision of environmental health and safety is a dynamic process. During 2001-2002, the ministry is moving to establish Ontario as one of the leading environmental jurisdictions and a model for other jurisdictions to emulate.

### **Redefining Environmental Protection in Ontario**

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The Ministry of the Environment will strengthen its capacity to deliver on its core businesses: environmental protection and conservation and stewardship. In the coming year, the Ministry of the Environment will move forward on the new framework, while continuing to concentrate on policies and actions that protect and preserve the quality and safety of our most basic necessities: our water, air and land.

To lay a strong foundation for the new, innovative and comprehensive system of environmental management, the ministry will develop proposals to strengthen and modernize Ontario's environmental protection laws.

### **Cleaner Water**

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In 2001-2002, the Ministry of the Environment will continue Operation Clean Water, a comprehensive action plan to ensure Ontario residents have the best and safest drinking water in Canada. The focus will remain on requiring regular water sampling, stringent treatment requirements, public reporting and access to information.

To ensure that regulated drinking water standards are adhered to, ministry staff will continue to carry out inspections of all of the province's municipal water treatment plants.

Building on the efforts already under way, the ministry will continue implementation of a comprehensive strategy to protect Ontario's groundwater in cooperation with local conservation authorities and municipalities. We will work with the Ministry of Agriculture, Food and Rural Affairs on a strategy for the management and application of materials containing nutrients including manure, biosolids, septage, and pulp and paper sludges.

Progress is being made on cleaning up the Great Lakes thanks to the partnership of provincial and federal agencies, private sector organizations and residents. The ministry is working cooperatively with our federal counterparts to negotiate a renewed Canada Ontario Agreement (COA) that will improve upon the 1994 Agreement and focus on areas that also support the Great Lakes Water Quality Agreement (GLWQA).

### **Cleaner Air**

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Through our Air Quality and Climate Change Strategy, we will demonstrate national

## **Key Commitments and Strategies for 2001-2002 (cont'd)**

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leadership in emissions reductions.

Using innovative strategies and a model of continuous improvement, we will work to reduce emissions from the electricity, industry and transportation sectors.

Over the coming year, Ontario's Smog Patrol (the ministry's Vehicle Emissions Enforcement Unit) will inspect vehicles in an effort to reduce the number of grossly polluting cars, trucks and buses on Ontario roads.

For 2001-2002, the ministry will implement the proposed measures announced on March 26, 2001, for the electricity sector prior to the opening of a competitive electricity market in Ontario. Responding to the Canada-Wide Acid Rain Strategy for Post-2000, the ministry will also propose reduction measures to help meet a 50 per cent sulphur dioxide reduction target beyond the Countdown Acid Rain cap by 2015.

### **Cleaner Land**

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In partnership with the Ministry of Municipal Affairs and Housing, we have introduced draft legislation to promote the cleanup and redevelopment of abandoned, underused or contaminated lands known as brownfields. The legislation, if passed, would remove barriers to the cleanup and redevelopment of brownfields, while ensuring that environmental standards are met and public health protected. This initiative is part of the government's Smart Growth strategy and a clear example of how cross-government responsibility can strengthen environmental management approaches.

### **Healthier Ecosystems**

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The ministry will continue to focus on the cleanup and proper disposal of toxic substances and hazardous wastes, with particular emphasis on inspection, remediation and phase-out. In addition, a regulation to enable a cost-recovery program for the management of hazardous waste will be proposed.

In the area of non-hazardous waste, the government announced on Dec 21, 2000 that it proposes to introduce legislation that would create a long-term multi-stakeholder corporation to address waste diversion in the province. The legislation, if passed, would require industry to pay 50 per cent of Blue Box program costs.

### **Comprehensive and Accessible Environmental Information**

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Jurisdictions that do the best job of protecting the environment are also the most transparent. They place high value on public access to information about the environment and the performance of emitters, as well as decision-making processes. In 2001-2002, we will continue developing an environmental information system to provide essential support for the ministry's environmental management strategy. Acquiring high calibre environmental information will be among the ministry's top priorities. Over the

## **Key Commitments and Strategies for 2001-2002 (cont'd)**

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coming year, we will establish a comprehensive strategy for environmental monitoring and reporting.

In addition, the ministry will continue to develop a system of delivering its information and services to the public, staff and other stakeholders. This system will be designed to simplify and enhance services offered by the ministry and will result in better environmental reporting.

The first project will be the Water Monitoring Compliance Information System, which will include a drinking water inspection database and monitor the compliance of owners and operators of water treatment facilities. Data will be collected – and available to the public – through the Internet.

## **Stringent Standards and Effective Enforcement**

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Stringent standards are a key component of environmental management. The ministry will continue to work with the federal government and other provinces to develop and implement Canada-Wide Standards for mercury, dioxins and furans. The ministry will continue its own review of 145 air quality standards and will initiate discussions on 15 additional substances.

Stringent standards have to be backed by effective and swift enforcement. Supported by the province's recent passage of the *Toughest Environmental Penalties Act*, the ministry's permanent environmental SWAT team will be fully operational and will ramp up its inspection and investigation activities.

## **Pollution Prevention**

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The ministry will step up its pollution prevention activities in partnership with industries, organizations and municipalities across the province. This will include implementing a Performance Plus program and developing new Environmental Performance Agreements. A tougher target for toxic substances and waste reduction will replace the current five year target of 60,000 tonnes.

# Key Performance Measures

## Core Business: Environmental Protection

Goals/ Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Cleaner Air	<p>Reductions in Ontario-based air emissions, as measured by nitrogen oxides (NOx), volatile organic compounds (VOCs) and particulate emissions (PM) and sulphur dioxide (SO<sub>2</sub>).</p>	<p>45% reduction in NOx and VOC emissions by the year 2015; 25% by the year 2005; and 10% reduction in PM<sub>10</sub> emissions by 2015, from 1990 levels.</p> <p>1990 base</p> <p>NOx 659 kt</p> <p>VOCs 868 kt</p> <p>PM<sub>10</sub> 221 kt</p> <p>50% reduction in SO<sub>2</sub> by 2015 from current Countdown Acid Rain limit (885 kt in 2000).</p>	<p>Further develop Ontario's Air and Climate Change Strategy to identify air quality improvement actions for government ministries and all sectors of the economy.</p> <p>Further reduce ground-level ozone and fine particulate matter (PM), and their precursors, NOx VOC, SO<sub>2</sub> with the Anti-Smog Action Plan.</p> <p>Achieve half (approx. 11%) of Drive Clean's goal of up to 22% reduction of NOx and VOCs emissions (Phase 1); approximately one million vehicles will be tested to ensure emissions reductions are on track to meet goal (Phase 2).</p> <p>Increase public awareness and participation with Smog Patrol and Smog Alert Response programs.</p> <p>Undertake inspections of grossly polluting cars, trucks and buses with Smog Patrol.</p> <p>Continue to demonstrate national leadership through actions to support greenhouse gas reduction initiatives including requiring industry and commercial sector to monitor the full suite of greenhouse gases and report in June 2002.</p> <p>Implement monitoring component of regulations for prescribed industrial and commercial emitters.</p> <p>Establish NOx and SO<sub>2</sub> emission limits for the electricity sector prior to market opening.</p> <p>Propose a regulation to implement a Cap, Credit and Trade program to provide incentives for reducing emissions of NOx and SO<sub>2</sub>.</p> <p>Respond to Canada-Wide Acid Rain Strategy, Post-2000, developing reduction measures to help meet a 50% reduction of SO<sub>2</sub> beyond Countdown Acid Rain cap by 2015.</p> <p>Continue to develop Canada Wide Standards for dioxins, furans and mercury.</p> <p>Through the Select Targets for Air Compliance (STAC) program, require 30 large industrial facilities to undertake comprehensive air emission inventories.</p>

Cleaner air (continued)			<p>Inspect 500 air emission sources to assess compliance with air requirements.</p> <p>Evaluate and implement methods to enhance abatement activities to achieve compliance</p> <p>Expand industry-sponsored point source continuous self-monitoring.</p>
Cleaner Water	Quality of drinking water	Water Supplies in compliance with Drinking Water Protection Regulation standards (as reported).	<p>Inspect all of the province's municipal water treatment plants.</p> <p>Review the Drinking Water Surveillance Program.</p>
	Quality of ground and surface water	<p>Improvements in specific indicators of Ontario's aquatic ecosystems as measured by:</p> <p>Percentage of sportfish consumption restrictions in the Great Lakes reduced by 10% by the year 2010 (1995 base – 589 restrictions or 33.9% restricted).</p>	<p>Begin to implement a comprehensive strategy to protect Ontario's groundwater in cooperation with local conservation authorities and municipalities.</p> <p>Inspect 155 municipal sewage treatment plants and 145 industrial sewage treatment facilities.</p> <p>Inspect at least 150 facilities for which permits to take water have been issued.</p>
Cleaner Land	Land quality	Measured improvements in contaminated land rehabilitation.	<p>Work with MMAH to develop brownfields policies and programs pertaining to the cleanup of contaminated lands and mandatory reporting of cleanups.</p> <p>Continue remediation of Deloro Mine site and Smithville PCB site.</p>
Healthier Ecosystems	Effective enforcement	Enhanced use of environmental enforcement tools to increase compliance and environmental protection, as measured by prosecutions and penalties.	<p>Continue to report on prosecutions and penalties.</p> <p>The Environmental SWAT team is fully operational and will complete 750 inspections in its first full year of operations.</p> <p>Propose an Administrative Monetary Penalties (AMPs) regulation.</p>
	Destruction of PCBs (polychlorinated biphenyls)	Destruction of 50% of high level PCBs in storage by the year 2000 (compared to the 1994 base year quantity of 18,600 tonnes).	<p>Continue to work towards the destruction of PCBs currently in storage in Ontario.</p> <p>Inspect 200 PCB storage sites.</p>

	Hazardous Waste Impact	Minimize the impact of hazardous waste on the environment.	Develop policies that will improve overall management and disposal of hazardous waste. Undertake 250 hazardous liquid waste inspections, 20 hazardous waste disposal sites inspections and 50 transfer/processing site inspections.
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<b>Core Business: Conservation and Stewardship</b>			
<b>Goals/Outcomes</b>	<b>Measures</b>	<b>Targets/Standards</b>	<b>2001-2002 Commitments</b>
Resource Conservation	Reductions in non-hazardous waste going to disposal.	Continuous improvement towards 50% reduction from the base year of 1987.  (Base amount of 1,015 Kg/capita)	Achieve a 42% reduction of non-hazardous waste from the base year of 1987.  Propose legislation that would create a long-term multi-stakeholder corporation to address waste diversion in the Province.  Inspect: 30 waste recycling facilities; 250 solid non-hazardous waste disposal sites; 30 non-hazardous waste transfer/processing sites.
Environmental Stewardship	Participation of stakeholders.	Continue to develop partnerships that will generate reductions of a total of 60,000 tonnes of toxic substances and wastes, beyond regulatory requirements, by the year 2003 (base year 1999).	Implement an incentive-based continuous improvement program to assist companies in moving beyond compliance. Co-pilot two Environmental Performance Agreements.  Develop new toxic substance and waste reduction targets, which will replace the current 5-year target of 60,000 tonnes reduction.

## **2000 - 2001 Ministry Spending by Core Business - Interim Actuals\***

<b>Ministry of the Environment</b>	
Operating	\$ 190 million
Capital	<u>\$ 21 million</u>
	1,495 staff

<b>Environmental Protection</b>	
Operating	\$ 141 million
Capital	<u>\$ 21 million</u>
	1,250 staff

<b>Conservation &amp; Stewardship</b>	
Operating	\$ 5 million
Capital	---
	60 staff

<b>Internal Administration</b>	
Operating	\$ 44 million
Capital	---
	185 staff

**Note:** Staff numbers are shown as full-time equivalents.  
Staff numbers exclude Ontario Clean Water Agency

\*PSAB based

## ***2001-2002 Ministry Approved Allocations by Core Business - Plan\****

### **Ministry of the Environment**

Operating	\$ 215 million
Capital	<u>\$ 18 million</u>
	1,575 staff

### **Environmental Protection**

Operating	\$ 163 million
Capital	<u>\$ 18 million</u>
	1,320 staff

### **Conservation & Stewardship**

Operating	\$ 4 million
Capital	---
	60 staff

### **Internal Administration**

Operating	\$ 48 million
Capital	---
	195 staff

**Note:** Staff numbers are shown as full-time equivalents.  
Staff numbers exclude Ontario Clean Water Agency

\*PSAB based

## **Who to Call**

Questions or comments about the ministry's business plan are welcomed and should be addressed to:

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